

Design-to-launch projects –

Managing end-to-end processes for innovations in fast moving consumer goods with examples from Henkel AG, Procter & Gamble Corp., Unilever N.V.

Abstract

Accelerating dynamics of global competition with ever fast product lifecycles and ever higher failure rates of innovation projects require companies to set-up an integrated and resource-efficient project management for product innovations across internal and external functions. Progressive consumer goods companies have incorporated an overarching end-to-end process approach from product design to product launch in order to systemize innovation projects and align the organization along the innovation process. The stage-gate model is one of the most prominent approaches for implementing a design-to-launch process within organizations. However, the implementation of this approach is difficult as it requires a change in terms of organizational roles and responsibilities towards a shared process perspective. This change becomes most obvious in product management that is required to develop from marketing mix focused brand ownership towards holistic innovation process ownership and needs to act as enable and catalyst for change within the organization. Several implications for innovation project management arise for all stakeholders in the design-to-launch process.

This workshop presentation illustrates an end-to-end process view on global marketing and innovation projects in the FMCG industry and explains the teaching approach and case study to be used within the Euro MPM Module 5 (MP 30 Managing Global Business Projects) starting in the winter-term 2011/2012.

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